

JOINT SECURITY TRAINING CONSORTIUM
SKILL STANDARDS DEVELOPMENT PROJECT

Physical Security Skill Standards

December 1, 2003

This document describes the skill standards for the physical security discipline. It consists of a delineation of the work-oriented (i.e., critical work functions, key activities, and performance indicators) and worker-oriented (i.e., academic/employability and specific occupational/technical knowledge and skills) components of the skill standards for this function.

Entry-Level (Skill standards for entry-level are based on the general expectations provided below):

- Individual is expected to work as a team member
- Individual is expected to perform task-level work (associated with key activities) competently
- Individual is expected to require major supervision

Journeyman-Level (Skill standards for journeyman-level are based on the general expectations provided below):

- Individual is expected to work independently
- Individual is expected to perform function- or project-level work at full performance level
- Individual is expected to mentor entry-level individuals

Senior-Level (Skill standards for senior-level are based on the general expectations provided below):

- Individual is expected to direct technical work of others
- Individual is expected to perform work at the system-level
- Individual is expected to serve the role as technical subject matter expert

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Work-Oriented Component of Skill Standards

Critical Work Functions *describe the major responsibilities involved in carrying out the Physical Security function.*

Key Activities *are the duties and tasks involved in carrying out a critical work function.*

Performance Indicators *provide information on how to determine when someone is performing each key activity competently.*

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Summary of Critical Work Functions and Key Activities

CWF1: Oversee physical security of facility		CWF2: Coordinate law enforcement activities		CWF3: Coordinate guard operations	
KA1: Evaluate location, utilities, and infrastructure KA2: Assess perimeter defense KA3: Assess security properties of design and engineering KA4: Address personnel access controls KA5: Address vehicle access controls KA6: Address material access controls KA7: Evaluate monitoring, detection, and automatic response systems KA8: Address internal facility controls KA9: Coordinate emergency services		KA10: Determine jurisdictions KA11: Define roles and procedures KA12: Establish liaison protocols KA13: Establish mutual aid program		KA14: Assess fixed posts and roving patrols KA15: Determine response protocols KA16: Identify standards and training KA17: Address use of force and weapons KA18: Evaluate communications needs and requirements KA19: Perform recording, reporting, and administrative activities	
CWF4: Oversee physical security of special security areas		CWF5: Coordinate antiterrorism activities		CWF6: Oversee other physical security operations	
KA20: Assess needs for and of security rooms and areas KA21: Assess needs for and of shelters and bunkers KA22: Assess needs for and of vaults and containers KA23: Protect critical technology installations and infrastructure KA24: Address security programs related to physical security and law enforcement		KA25: Address needs for and of executive protection KA26: Address needs for and of antiterrorism/force protection/countermeasures program KA27: Address needs for and of explosive ordinance disposal (EOD) KA28: Address needs for and of recovery and of continuation of operations programs KA29: Perform risk assessment KA30: Address special considerations for WMD-related items (e.g., CBRNE) KA31: Address infrastructure needs		KA32: Address needs for and of transportation escorts and couriers KA33: Evaluate central control and monitoring systems KA34: Oversee K9 operations KA35: Coordinate emergency and disaster response support KA36: Support incident/crime scene KA37: Address needs for and of drug and explosive detection program KA38: Address needs for and of Special Weapons and Tactics (SWAT) and/or Emergency Response Teams KA39: Protect arms, ammunition, and explosives KA40: Address need for and of restoration program	
				CWF7: Perform administrative functions	
				KA41: Administer training programs KA42: Manage budgets KA43: Manage programs KA44: Assess and manage risk KA45: Process deviations KA46: Provide briefings and reports of inspections, assessments, and/or reviews	

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WORK-ORIENTED COMPONENT OF SKILL STANDARDS PHYSICAL SECURITY

CRITICAL WORK FUNCTION 1 (CWF1): *Oversee physical security of facility*

Critical Work Functions describe the major responsibilities involved in carrying out the *Physical Security* function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA1: Evaluate location, utilities, and Infrastructure</p>	<p>PI_1. Site-specific security issues are identified PI_2. Complete risk assessment for facility location is performed PI_3. Location's operational history is reviewed and determinations made PI_4. Existing condition and location of utilities are identified PI_5. Legal jurisdictions and available emergency services are identified PI_6. Location's planned uses and activities are determined PI_7. Impact of location of utilities in relation to critical operations of the facility is determined PI_8. Responsibility for and impact of cutoff and startup are determined</p>
<p>KA2: Assess perimeter defense</p>	<p>PI_9. Legal property lines and areas of cognizance are determined PI_10. Condition of perimeter barriers is evaluated PI_11. Appropriateness of property postings (e.g., signs) are reviewed and advice provided PI_12. Perimeter control protocols are evaluated and recommendations provided PI_13. Defensive strategies (e.g., defense in depth, channeling, stand-off, and mutual support) are deployed and/or employed PI_14. Perimeter lighting (e.g., types and capabilities of lighting system) is evaluated PI_15. Options and rating with respect to types and placement of barriers are determined</p>
<p>KA3: Assess security properties of design and engineering</p>	<p>PI_16. Physical construction is assessed PI_17. Physical security requirements are integrated into building design and plans to assure adequate physical security protection are reviewed PI_18. Construction are reviewed and assessed prior to release PI_19. Protective attributes of structure are determined and vulnerabilities identified PI_20. Applicable protective measures are determined</p>

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CRITICAL WORK FUNCTION 1 (CWF1): *Oversee physical security of facility (continued)*
Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA4: Address personnel access controls</p>	<p>PI_21. Controlled space requirements are identified PI_22. Understanding of facility's operational needs for personnel access is developed PI_23. Requirements established through agreements are identified PI_24. Entrance/Exit control protocols are determined/recommended PI_25. Security policies, procedures, and processes for personnel access controls are developed and implemented</p>
<p>KA5: Address vehicle access controls</p>	<p>PI_26. Internal traffic patterns are determined PI_27. Facility vehicle process needs are reviewed PI_28. Deliveries, inspection, search, and vehicle control procedures are evaluated PI_29. Vehicle regulations are reviewed and operating rules established PI_30. Security policies, procedures, and processes for vehicle access controls are developed and implemented</p>
<p>KA6: Address material access controls</p>	<p>PI_31. Material access requirements are reviewed PI_32. Documentation associated with cargo and delivery are checked and evaluated PI_33. Vulnerabilities associated with materials/deliveries are determined PI_34. Procedures for loss prevention, material control, and associated reporting protocols are developed PI_35. Characteristics of possible delivery means of hazardous devices/material (including, but not limited to, chemical, biological, radiological, nuclear, explosives) are evaluated</p>

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CRITICAL WORK FUNCTION 1 (CWF1): *Oversee physical security of facility (continued)*
Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA7: Evaluate monitoring, detection, notification, and automatic response systems</p>	<p>PI_36. Operational and system needs are reviewed/determined PI_37. Applicable laws and regulations are identified and reviewed PI_38. Available technology, integration, system compatibility, and scalability options are identified and reviewed PI_39. Initial and ongoing training and maintenance/spare parts needs are identified (life cycle maintenance) PI_40. Response requirements and procedures are identified and reviewed PI_41. Cost and benefit analysis are performed PI_42. Appropriate systems are determined and recommended PI_43. Comprehensive implementation plan is developed</p>
<p>KA8: Address internal facility controls</p>	<p>PI_44. Type(s) of controls, location(s), and control options are identified PI_45. Impact of fire code requirements (e.g., NFPA Life Safety Code 101) is determined PI_46. Basic principles of fire behavior and fire prevention practices are applied PI_47. Operational needs are evaluated to include compartmental identification PI_48. Issues of unintended emanations are addressed PI_49. Internal control plan and budget are developed PI_50. Approved plan is implemented</p>
<p>KA9: Coordinate emergency services</p>	<p>PI_51. Facility emergency needs are identified PI_52. Available resources and mutual aid support requirements (including first responders) are identified PI_53. Role and responsibilities of facility during emergency situations are determined PI_54. Emergency Services Plan is developed PI_55. Principles and procedures for Recovery and Continuity of Operations (COOP) are applied</p>

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WORK-ORIENTED COMPONENT OF SKILL STANDARDS PHYSICAL SECURITY

CRITICAL WORK FUNCTION 2 (CWF2): Coordinate law enforcement activities

Critical Work Functions describe the major responsibilities involved in carrying out the *Physical Security* function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
KA10: Determine jurisdictions	PI_56. Legal, criminal justice, delimitation, and “other” jurisdiction and/or cognizance issues for the facility is identified PI_57. Supporting court system is identified PI_58. Supporting law enforcement organizations are identified PI_59. Other available law enforcement resources are identified
KA11: Define roles and procedures	PI_60. Authority and responsibility are defined PI_61. Capabilities are identified and defined PI_62. Availability and conditions of threat are determined PI_63. Procedures to activate use are defined
KA12: Establish liaison protocols	PI_64. Points of contacts are established PI_65. Liaison/use protocols are established PI_66. Trigger events are determined
KA13: Establish mutual aid programs	PI_67. Internal capabilities are determined and evaluated PI_68. Available external capabilities are determined PI_69. Conditions under which mutual aid are applicable are determined PI_70. Mutual aid protocols/agreements are established

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CRITICAL WORK FUNCTION 3 (CWF3): Coordinate guard operations

Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA14: Assess fixed posts and roving patrols</p>	<p>PI_71. Needs, duties, responsibilities, and options are determined and evaluated PI_72. Human factor issues are identified and evaluated PI_73. Posts and patrols are deployed using techniques and principles of placement and mutual support PI_74. Operational procedures and schedule are developed</p>
<p>KA15: Determine response protocols</p>	<p>PI_75. Response categories (e.g., initial and secondary) and their initiation are identified and determined PI_76. Responders' roles and responsibilities are defined PI_77. Equipment needs of responders are determined PI_78. Response protocols (using principles of maneuver, cover, and concealment) are defined PI_79. Response actions are documented</p>
<p>KA16: Identify standards and training</p>	<p>PI_80. Applicable laws, standards, regulations, policies, and requirements are identified PI_81. Training needs and methods of training delivery are determined PI_82. Special training needs (including WMD, blood borne pathogens, HAZMAT, First Aid/CPR) are determined PI_83. Training options/sources are identified PI_84. Program evaluation and monitoring protocols are determined PI_85. Operational training plan is developed and approval obtained PI_86. Training program is implemented and monitored</p>

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CRITICAL WORK FUNCTION 3 (CWF3): Coordinate guard operations (continued)

Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA17: Address use of force and weapons</p>	<p>PI_87. Applicable laws, standards, regulations, policies, and requirements are identified PI_88. A "Use of Force" policy is evaluated and established PI_89. Escalation of force protocol is identified and established PI_90. Equipment/weapons options to support "Use of Force" policy are identified and evaluated PI_91. Appropriate equipment/weapons are selected PI_92. Training programs are developed and implemented</p>
<p>KA18: Evaluate communications needs and requirements</p>	<p>PI_93. Communication needs to accomplish mission are identified PI_94. Level of sensitivity of needed communications is determined PI_95. Applicable regulatory requirements/restrictions are identified PI_96. Communications support plan is developed and approval obtained PI_97. Feedback to operational elements are provided</p>
<p>KA19: Perform recording, reporting and administrative activities</p>	<p>PI_98. Methods for determining hours and shift schedules are identified PI_99. Applicable mandatory record requirements (including training records) are reviewed and implemented PI_100. Availability of daily orders is validated PI_101. Effectiveness of guard reports are ensured</p>

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CRITICAL WORK FUNCTION 4 (CWF4): *Oversee physical security of special security areas*
Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA20: Assess needs for and of security rooms and areas</p>	<p>PI_102. Critical assets requiring protection are identified PI_103. Applicable laws, standards, regulations, policies, and requirements are identified PI_104. Necessary security/operational certifications are defined PI_105. Access requirements to assets are determined PI_106. Asset use is evaluated PI_107. Need for internal secure areas is evaluated PI_108. Potential secure areas are identified PI_109. Sound Transmission Class (STC) Levels and methods of measurement are determined PI_110. Role of UL standards are determined PI_111. Construction techniques are analyzed PI_112. Appropriate plans and recommendations are made PI_113. Plans are appropriately exercised</p>
<p>KA21: Assess needs for and of shelters and bunkers</p>	<p>PI_114. Critical assets requiring enhanced hardening are identified PI_115. Applicable laws, standards, regulations, policies, and requirements are identified PI_116. Necessary security/operational certifications are defined PI_117. Need for shelters and bunkers is evaluated PI_118. Potential locations for shelters and bunkers are identified PI_119. Appropriate plans and recommendations are made PI_120. Plans are appropriately exercised</p>

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CRITICAL WORK FUNCTION 4 (CWF4): *Oversee physical security of special security areas (continued)*

Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA22: Assess needs for and of vaults and containers</p>	<p>PI_121. Critical assets requiring protection are identified PI_122. Applicable laws, standards, regulations, policies, and requirements are identified PI_123. Access requirements to assets are determined PI_124. Asset use are evaluated PI_125. Necessary security/operational certifications are defined PI_126. Need for vaults and containers is evaluated PI_127. Potential locations for vaults and containers are identified PI_128. Locks, key control, hardware, and associated procedures are inspected PI_129. Appropriate plans and recommendations are made PI_130. Plans are appropriately exercised</p>
<p>KA23: Protect critical technology installations and infrastructures</p>	<p>PI_131. Risks are identified, assessed, and managed PI_132. Technology-unique protection considerations are reviewed PI_133. Health safety issues are determined against protection issues PI_134. OPSEC physical protection requirements are reviewed PI_135. Existing agreements and standards are reviewed PI_136. Required protection protocols are reconciled with issues of cognizance PI_137. Appropriate plans and recommendations are made PI_138. Plans are appropriately exercised</p>

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CRITICAL WORK FUNCTION 4 (CWF4): *Oversee physical security of special security areas (continued)*

Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA24: Address security programs related to physical security and law enforcement</p>	<p>PI_139. Personnel security is addressed appropriately PI_140. Operations security is addressed appropriately PI_141. Information security is addressed appropriately PI_142. Technical security is addressed appropriately PI_143. Communications security is addressed appropriately PI_144. Automated information systems are addressed appropriately</p>

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CRITICAL WORK FUNCTION 5 (CWF5): Coordinate antiterrorism activities

Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA25: Address needs for and of executive protection</p>	<p>PI_145. Appropriate risk assessment is conducted PI_146. Operational requirements and desire for program is evaluated PI_147. Legal and regulatory interventions are identified and reviewed PI_148. Scope of program, options, and required resources are determined PI_149. Program plan is developed PI_150. Plans are appropriately exercised</p>
<p>KA26: Address needs for and of antiterrorism/force protection/countermeasures program</p>	<p>PI_151. Operational need/desire for program is evaluated PI_152. Appropriate risk assessment is conducted PI_153. Appropriate legal and regulatory interventions are identified PI_154. Scope of program, options, and required resources are determined PI_155. A "Rules of Engagement" policy is evaluated and established PI_156. A "Use of Force" policy is evaluated and established PI_157. Program plan is developed PI_158. Plans are appropriately exercised</p>
<p>KA27: Address needs for and of explosive ordinance disposal (EOD)</p>	<p>PI_159. Operational need/desire for program is evaluated PI_160. Appropriate risk assessment is conducted PI_161. Legal and regulatory interventions are identified and reviewed PI_162. Scope of program, options, and required resources are determined PI_163. Program plan is developed PI_164. Bomb threat plan is reviewed and inspected PI_165. Plans are appropriately exercised</p>

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CRITICAL WORK FUNCTION 5 (CWF5): Coordinate antiterrorism activities

Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA28: Address needs for and of recovery and continuity of operations programs</p>	<p>PI_166. Principles and procedures for Recovery and Continuity of Operations (COOP) are applied PI_167. Sufficiency of recovery protections are evaluated PI_168. Physical security procedures of recovery efforts are reviewed PI_169. Appropriate legal and regulatory interventions are identified PI_170. Program plan and procedures are developed PI_171. Appropriate training is conducted PI_172. Plans are appropriately exercised</p>
<p>KA29: Perform risk assessment</p>	<p>PI_173. Vulnerability assessments are conducted PI_174. Current physical security threats are identified and verified PI_175. Current threats are assessed against known and identified physical security vulnerabilities PI_176. Threat and intelligence information are evaluated PI_177. Appropriate plans and recommendations are made PI_178. Plans are appropriately exercised</p>
<p>KA30: Address special considerations for WMD-related items (e.g., CBRNE)</p>	<p>PI_179. Legal requirements for search and/or inspection are determined PI_180. Relevant protection levels are identified PI_181. Sufficiency of protections are reviewed PI_182. Appropriate plans and recommendations are made PI_183. Plans are appropriately exercised</p>

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CRITICAL WORK FUNCTION 5 (CWF5): Coordinate antiterrorism activities

Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA31: Address infrastructure security needs</p>	<p>PI_184. Site-specific security issues are identified PI_185. Complete risk assessment for facility location is performed PI_186. Need for and of strongrooms for designated high-risk personnel is addressed PI_187. Impact of location of utilities in relation to critical operations of the facility is determined PI_188. Appropriate plans and recommendations are made PI_189. Plans are appropriately exercised</p>

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CRITICAL WORK FUNCTION 6 (CWF6): *Oversee other physical security operations*

Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA32: Address needs for and of transportation escorts and couriers</p>	<p>PI_190. Criticality and sensitivity of assets are determined PI_191. Appropriate risk assessment is conducted PI_192. Need/desire to move assets are identified and evaluated PI_193. Available methods and options are identified and evaluated PI_194. Appropriate legal and regulatory interventions are identified PI_195. Security plan to support the operational movement plan are developed PI_196. Plans are appropriately exercised</p>
<p>KA33: Evaluate central control and monitoring centers</p>	<p>PI_197. Overall operational objectives and results are identified and evaluated PI_198. Location and operational requirements are identified and evaluated PI_199. Roles and responsibilities in support of response plan are identified and evaluated PI_200. Operational capabilities are identified and evaluated PI_201. Control and monitoring systems are identified and evaluated PI_202. Applicable laws, regulations, and standards are identified PI_203. Assessment report and plan are developed PI_204. Plans are appropriately exercised</p>
<p>KA34: Oversee K9 Operations</p>	<p>PI_205. Operational requirements/desired uses are evaluated PI_206. Operational and resource plans are developed PI_207. Legal and regulatory interventions are identified and reviewed (including certification and recertification requirements) PI_208. Sources of capability are identified PI_209. Options to satisfy operational requirements/desired uses are identified PI_210. Plans are appropriately exercised</p>

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CRITICAL WORK FUNCTION 6 (CWF6): *Oversee other physical security operations (continued)*
Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA35: Coordinate emergency and disaster response support</p>	<p>PI_211. Roles and responsibilities are defined PI_212. Support capabilities are evaluated PI_213. Legal and regulatory interventions are identified and reviewed PI_214. Scope of support program and required resources are determined PI_215. Support operations plan are defined and developed PI_216. Plans are appropriately exercised</p>
<p>KA36: Support incident/crime scene</p>	<p>PI_217. Roles and responsibilities are defined PI_218. Legal and regulatory interventions are identified and reviewed PI_219. Scope of plan, options, and resources required are determined PI_220. Plan and procedures are developed PI_221. Appropriate training is conducted PI_222. Plans are appropriately exercised</p>
<p>KA37: Address needs for and of drug and explosive detection program</p>	<p>PI_223. Operational need/desire for program is evaluated PI_224. Appropriate risk assessment is conducted PI_225. Legal and regulatory interventions are identified and reviewed PI_226. Scope of program, options, and required resources are determined PI_227. Program plan is developed PI_228. Plans are appropriately exercised</p>

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CRITICAL WORK FUNCTION 6 (CWF6): *Oversee other physical security operations (continued)*
Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA38: Address needs for and of Special Weapons and Tactics (SWAT) and/or Emergency Response Teams</p>	<p>PI_229. Operational need/desire for program is evaluated PI_230. Appropriate risk assessment is conducted PI_231. Legal and regulatory interventions are identified and reviewed PI_232. Scope of program, options, and required resources are determined PI_233. Program plan is developed PI_234. Plans are appropriately exercised</p>
<p>KA39: Protect arms, ammunition, and explosives</p>	<p>PI_235. Scope of program, options, and required resources are determined PI_236. Roles and responsibilities are defined PI_237. Legal and regulatory interventions are identified and reviewed PI_238. Program plan is developed PI_239. Appropriate training is conducted PI_240. Plans are appropriately exercised</p>
<p>KA40: Address needs for and of restoration program</p>	<p>PI_241. Sufficiency of restoration protections are evaluated PI_242. Physical security procedures of recovery efforts are reviewed PI_243. Appropriate legal and regulatory interventions are identified PI_244. Program plan and procedures are developed PI_245. Appropriate training is conducted PI_246. Plans are appropriately exercised</p>

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CRITICAL WORK FUNCTION 7 (CWF7): Perform administrative functions

Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
KA41: Administer training programs	PI_247. Appropriate training programs are identified and planned PI_248. Future training requirements are determined PI_249. In-house employee training programs are developed PI_250. Appropriate training programs are conducted
KA42: Administer budgets	PI_251. Budgeting requirements are forecasted PI_252. Budget plans are developed PI_253. Budgets are monitored and controlled PI_254. Contracts are administered
KA43: Administer programs	PI_255. Contacting officer responsibilities for programs are performed PI_256. Contract expenditures are monitored and future requirements determined PI_257. A76 comparative analysis of government versus contract functional tasks is reviewed PI_258. Procedures to support security operations are determined PI_259. Scheduling function is performed
KA44: Assess and manage risk	PI_260. Assets are identified and prioritized PI_261. Threats to assets are identified and verified PI_262. Vulnerabilities are identified and assessed PI_263. Risks are determined PI_264. Plan to mitigate risks is developed PI_265. Management decisions are implemented

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WORK-ORIENTED COMPONENT OF SKILL STANDARDS PHYSICAL SECURITY

CRITICAL WORK FUNCTION 5 (CWF5): Perform administrative functions (continued)

Critical Work Functions describe the major responsibilities involved in carrying out the Physical Security function.

<p style="text-align: center;">Key Activities</p> <p>Key Activities are the duties and tasks involved in carrying out a critical work function.</p>	<p style="text-align: center;">Performance Indicators</p> <p>Performance Indicators provide information on how to determine when someone is performing a key activity competently.</p>
<p>KA45: Process deviations</p>	<p>PI_266. Deviations are identified and clarified PI_267. Necessity for compensatory measures are evaluated if deviations are imposed PI_268. Deviations are processed for appropriate review PI_269. Deviations are submitted to the appropriate approval boards</p>
<p>KA46: Provide briefings and reports of inspections, assessments, and/or reviews</p>	<p>PI_270. Briefings, based on accumulated information, are created and presented PI_271. Reports to support press releases are prepared PI_272. Subject matter expertise is provided to others (e.g., to support development of general awareness training)</p>

**JOINT SECURITY TRAINING CONSORTIUM
SKILL STANDARDS DEVELOPMENT PROJECT**

Work-Oriented Component of Skill Standards

Key Activities are the duties and tasks involved in carrying out a critical work function.

Proficiency Codes:

Key Activity Performance Level	Key Activity Knowledge Level
<p>1 = (Extremely Limited): Individual is expected to be able to perform simple parts of the key activity. Needs to be told or shown how do most of the key activity.</p> <p>2 = (Partially Proficient): Individual is expected to be able to perform most parts of key activity. Needs only help on hardest parts.</p> <p>3 = (Competent): Individual is expected to be able to do all parts of the key activity. Needs only a spot check of completed work.</p> <p>4 = (Highly Proficient): Individual is expected to be able to complete the key activity quickly and accurately. Can tell or show others how to do the key activity.</p>	<p>A = (Nomenclature): Individual is expected to be able to name parts, tools, and simple facts about the key activity.</p> <p>B = (Procedures): Individual is expected to be able to determine step-by-step procedures for doing the key activity.</p> <p>C = (Operating Principles): Individual is expected to be able to identify why and when the key activity must be done and why each step is needed.</p> <p>D = (Advanced Theory): Individual is expected to be able to predict, isolate, and resolve problems about the key activity.</p>

**JOINT SECURITY TRAINING CONSORTIUM
SKILL STANDARDS DEVELOPMENT PROJECT**

Key Activity	Entry Level	Journeyman Level	Senior Level
KA1: Evaluate location, utilities, and infrastructure	2,B	3,C	4,D
KA2: Assess perimeter defense	2,B	3,C	4,D
KA3: Assess security properties of design and engineering	2,A	3,C	4,D
KA4: Address personnel access controls	2,B	4,C	4,D
KA5: Address vehicle access controls	2,B	3,C	3,D
KA6: Address material access controls	2,B	3,C	3,D
KA7: Evaluate monitoring, detection, and automatic response systems	2,B	3,C	4,D
KA8: Address internal facility controls	2,B	3,C	4,D
KA9: Coordinate emergency services	1,B	3,C	4,D
KA10: Determine jurisdictions	2,B	3,C	4,D
KA11: Define roles and procedures	1,A	3,C	4,D
KA12: Establish liaison protocols	1,A	3,C	4,D

**JOINT SECURITY TRAINING CONSORTIUM
SKILL STANDARDS DEVELOPMENT PROJECT**

Key Activity	Entry Level	Journeyman Level	Senior Level
KA13: Establish mutual aid program	1,A	3,C	4,D
KA14: Assess fixed posts and roving patrols	2,B	3,C	4,D
KA15: Determine response protocols	1,B	3,C	4,D
KA16: Identify standards and training	1,A	3,C	4,D
KA17: Address use of force and weapons	2,B	3,C	3,D
KA18: Evaluate communications needs and requirements	2,A	3,C	4,D
KA19: Perform recording, reporting, and administrative activities	2,B	3,C	4,D
KA20: Assess needs for and of security rooms and areas	2,B	3,C	4,D
KA21: Assess needs for and of shelters and bunkers	1,B	3,C	4,D
KA22: Assess needs for and of vaults and containers	2,B	3,C	4,D
KA23: Protect critical technology, installations, and infrastructure	1,A	3,C	4,D
KA24: Address security programs related to physical security and law enforcement	2,B	3,C	4,D

**JOINT SECURITY TRAINING CONSORTIUM
SKILL STANDARDS DEVELOPMENT PROJECT**

Key Activity	Entry Level	Journeyman Level	Senior Level
KA25: Address needs for and of executive protection	1,A	3,C	4,D
KA26: Address needs for and of antiterrorism/force protection/ countermeasures program	2,B	3,C	4,D
KA27: Address needs for and of explosive ordinance disposal (EOD)	1,A	3,C	3,C
KA28: Address needs for and of recovery and of continuation of operations programs	1,B	3,C	4,D
KA29: Perform risk assessment	2,B	3,C	4,D
KA30: Address special considerations for WMD-related items (CBRNE)	1,A	3,C	4,D
KA31: Address infrastructure needs	1,B	3,C	4,D
KA32: Address needs for and of transportation escorts and couriers	1,A	3,C	4,D
KA33: Evaluate central control and monitoring systems	1,A	3,C	4,D
KA34: Oversee K9 operations	1,A	3,C	3,C
KA35: Coordinate emergency and disaster response support	1,A	3,C	4,D

**JOINT SECURITY TRAINING CONSORTIUM
SKILL STANDARDS DEVELOPMENT PROJECT**

Key Activity	Entry Level	Journeyman Level	Senior Level
KA36: Support incident/crime scene	2,B	3,C	3,C
KA37: Address needs for and of drug and explosive detection program	1,A	3,C	4,D
KA38: Address needs for and of Special Weapons and Tactics (SWAT) and/or Emergency Response Teams	1,A	3,C	3,D
KA39: Protect arms, ammunition, and explosives	1,A	3,C	4,D
KA40: Address need for and of restoration program	1,A	3,C	4,D
KA41: Administer training programs	1,A	3,C	3,D
KA42: Manage budgets	1,A	3,C	4,D
KA43: Manage programs	1,A	3,C	4,D
KA44: Assess and manage risk	2,B	4,C	4,D
KA45: Process deviations	1,B	3,C	4,D
KA46: Provide briefings and reports of inspections, assessments, and/or reviews	2,B	3,C	4,D

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Worker-Oriented Component of Skill Standards

Academic and Employability Knowledge and Skills *describe the academic and employability knowledge and skills a worker needs to know or be able to do to perform the critical work functions of the job.*

Note: In general, subject matter experts have determined that all Academic and Employability Knowledge and Skills are relevant to all critical work functions. To perform the critical work functions, an individual will need to apply all Academic and Employability Knowledge and Skills. However, depending on the individual's level (i.e., entry-level, journeyman-level, or senior-level), the Academic and Employability Knowledge and Skills will vary in their criticality to the performance of each critical work function. Some are more critical than others in the performance of a specific critical work function. Moreover, the level of complexity of the Academic and Employability Knowledge and Skill required to perform each critical work function will also vary based on an individual's level. Moving across levels (from entry- to senior-level), the complexity level of an Academic and Employability Knowledge and Skill needed to competently perform a critical work function may vary. In general (although there are exceptions), as an individual moves up the different levels (entry- to senior-level), s/he will need a higher level of knowledge and skill.

JOINT SECURITY TRAINING CONSORTIUM

SKILL STANDARDS DEVELOPMENT PROJECT

Ability to Learn (1)		Definition: Recognize and use learning techniques and recall available information to apply and adapt new knowledge and skills in both familiar and changing situations. Use multiple approaches when learning new things. Assess how one is doing when learning or doing something. Keep-up-to-date technically and know one's own job and related jobs.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Extremely Critical	↔ are used to learn a series of tasks or new procedures
CWF2	Criticality for Journeyman-Level: Extremely Critical	Level of Complexity for Journeyman-Level:
CWF3		
CWF4		
CWF5		
CWF6	Criticality for Senior-Level: Extremely Critical	Level of Complexity for Senior-Level:
CWF7		

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Adaptability (2)		Definition: Change one's own behavior or work methods to adjust to other people or to changing situations or work demands; be receptive to new information, ideas or strategies to achieve goals.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Extremely Critical	↔
CWF2	Criticality for Journeyman-Level: Critical	Level of Complexity for Journeyman-Level:
CWF3		
CWF4		
CWF5		
CWF6	Criticality for Senior-Level: Critical	Level of Complexity for Senior-Level:
CWF7		

JOINT SECURITY TRAINING CONSORTIUM

SKILL STANDARDS DEVELOPMENT PROJECT

Analyzing and Solving Problems (3)		Definition: Anticipate or identify problems and their causes; develop and analyze potential solutions or improvements using rational and logical processes or innovations and creative approaches when needed.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	<i>Critical</i>	↔ difficult to anticipate
CWF2		
CWF3	Criticality for Journeyman-Level:	Level of Complexity for Journeyman-Level:
CWF4		
CWF5	<i>Extremely Critical</i>	
CWF6		
CWF7	Criticality for Senior-Level:	Level of Complexity for Senior-Level:
	<i>Extremely Critical</i>	

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Building Consensus (4)		Definition: Build consensus among individuals or groups by facilitating agreements that involve sharing or exchanging resources or resolving difference in such a way as to promote mutual goals and interest; by persuading others to change their points of view or behavior without losing their future support; and by resolving conflicts, confrontation, and disagreements while maintaining productive working relationships.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Not Critical	
CWF2	Criticality for Journeyman-Level: Critical	Level of Complexity for Journeyman-Level:
CWF3		⇔
CWF4		
CWF5		or neutral party with either relevant knowledge and expertise or authority to intervene or force agreement
CWF6		
CWF7	Criticality for Senior-Level: Extremely Critical	Level of Complexity for Senior-Level: knowledge and expertise or authority to intervene

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Gathering and Analyzing Information (5)		Definition: Obtain facts, information or data relevant to a particular problem, question or idea through observation of events or situations, discussions with others, or research or retrieval from written or electronic sources; organize, integrate, analyze and evaluate information.
Relevant for: CWF1 CWF2 CWF3 CWF4 CWF5 CWF6 CWF7	Criticality for Entry-Level: <i>Critical</i>	Level of Complexity for Entry-Level: ↔
	Criticality for Journeyman-Level: <i>Extremely Critical</i>	Level of Complexity for Journeyman-Level: relevance of information is sometimes apparent information
	Criticality for Senior-Level: <i>Extremely Critical</i>	Level of Complexity for Senior-Level: discern

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Initiative/Motivation (6)		Definition: Exert a high level of effort and perseverance towards goal attainment. Work hard to become excellent at doing tasks by setting high standards, paying attention to details, working well and displaying a high level of concentration even when assigned an unpleasant task. Display high standards of attendance, punctuality, enthusiasm, vitality and optimism in approaching and completing tasks. Demonstrate willingness to take on responsibilities and challenges and do what is needed without being asked.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Critical	⇔ High or consistent level of effort and perseverance required to achieve task/goal
CWF2	Criticality for Journeyman-Level: Extremely Critical	Level of Complexity for Journeyman-Level:
CWF3		⇔ High or consistent level of effort and perseverance required to achieve task/goal
CWF4		⇔ High levels of attention to detail and concentration is required
CWF5		
CWF6	Criticality for Senior-Level: Extremely Critical	Level of Complexity for Senior-Level:
CWF7		⇔ High or consistent level of effort and perseverance required to achieve task/goal ⇔ High levels of attention to detail and concentration is required

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Integrity/Honesty (7)		Definition: Demonstrate dependability, conscientiousness, integrity and accountability. Show commitment to doing the job carefully and correctly. Fulfill obligations and be reliable, responsible and trustworthy. Perform tasks thoroughly and completely. Demonstrate honesty and avoidance of unethical behavior.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Extremely Critical	↔ behavior
CWF2	Criticality for Journeyman-Level: Extremely Critical	Level of Complexity for Journeyman-Level: behavior
CWF3		
CWF4		
CWF5		
CWF6	Criticality for Senior-Level: Extremely Critical	Level of Complexity for Senior-Level: behavior
CWF7		

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Leading Others (8)		Definition: Motivate, inspire, and influence others toward effective individual or team work performance, goal attainment, and personal learning and development by serving as a mentor, coach and role model and by providing feedback and recognition or rewards.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Not Critical	
CWF2		
CWF3	Criticality for Journeyman-Level:	Level of Complexity for Journeyman-Level:
CWF4		↔
CWF5	Critical	
CWF6	Criticality for Senior-Level:	Level of Complexity for Senior-Level:
CWF7	Extremely Critical	

JOINT SECURITY TRAINING CONSORTIUM

SKILL STANDARDS DEVELOPMENT PROJECT

Listening (9)		Definition: Attend to, receive and correctly interpret verbal communications and directions through cues such as the content and context of the message and the tone, gesture and facial expression of the speaker.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Extremely Critical	↔
CWF2		
CWF3	Criticality for Journeyman-Level:	Level of Complexity for Journeyman-Level:
CWF4	Extremely Critical	
CWF5		
CWF6		
CWF7	Criticality for Senior-Level:	Level of Complexity for Senior-Level:
	Extremely Critical	

JOINT SECURITY TRAINING CONSORTIUM

SKILL STANDARDS DEVELOPMENT PROJECT

Maintain Professional Demeanor (10)		Definition: Demonstrate credibility and authority in issuing instructions and making requests to individuals and in performing duties. Maintains firm and direct tone of voice, authoritative posture, manner and bearing.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Critical	↔
CWF2	Criticality for Journeyman-Level: Extremely Critical	Level of Complexity for Journeyman-Level:
CWF3		
CWF4		
CWF5		
CWF6	Criticality for Senior-Level: Extremely Critical	Level of Complexity for Senior-Level:
CWF7		

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Making Decisions and Judgments (11)		Definition: Make decisions that consider relevant facts and information, potential risks and benefits, and short- and long-term consequences or alternatives.
Relevant for: CWF1 CWF2 CWF3 CWF4 CWF5 CWF6 CWF7	Criticality for Entry-Level: <i>Critical</i>	Level of Complexity for Entry-Level: ↔ several sources
	Criticality for Journeyman-Level: <i>Extremely Critical</i>	Level of Complexity for Journeyman-Level:
	Criticality for Senior-Level: <i>Extremely Critical</i>	Level of Complexity for Senior-Level:

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SKILL STANDARDS DEVELOPMENT PROJECT

Mathematics (12)		Definition: Understand, interpret and manipulate numeric or symbolic information; solve problems by selecting and applying appropriate quantitative methods such as arithmetic, quantitative reasoning, estimation, measurement, probability, statistics, algebra, geometry, and trigonometry.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Not Critical	
CWF2	Criticality for Journeyman-Level: Critical	Level of Complexity for Journeyman-Level:
CWF3		↔
CWF4		relationships
CWF5		
CWF6		
CWF7	Criticality for Senior-Level: Critical	Level of Complexity for Senior-Level: relationships

JOINT SECURITY TRAINING CONSORTIUM

SKILL STANDARDS DEVELOPMENT PROJECT

Organizing and Planning (13)		Definition: Organize and structure work for effective performance and goal attainment; set and balance priorities; anticipate obstacles; formulate plans consistent with available human, financial, and physical resources; modify plans or adjust priorities given changing goals or conditions.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Critical	↔
CWF2		
CWF3	Criticality for Journeyman-Level:	Level of Complexity for Journeyman-Level:
CWF4	Extremely Critical	
CWF5		
CWF6		
CWF7	Criticality for Senior-Level:	Level of Complexity for Senior-Level:
	Extremely Critical	required

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Reading (14)		Definition: Understand and use written information that may be presented in a variety of formats, such as text, tables, lists, figures, and diagrams; select reading strategies appropriate to the purpose, such as skimming for highlights, reading for detail, reading for meaning and critical analysis.
Relevant for: CWF1 CWF2 CWF3 CWF4 CWF5 CWF6 CWF7	Criticality for Entry-Level: Critical	Level of Complexity for Entry-Level: ↔ particular topics, visuals that support meaning such as charts, graphs, figures, diagrams and maps) and application of basic features of reading such as phonics, syllabication, and word parts
	Criticality for Journeyman-Level: Extremely Critical	Level of Complexity for Journeyman-Level: substantially visual material such as flowcharts); material contains high density of information knowledge and experiences; and identification of complexities and discrepancies in the presented information
	Criticality for Senior-Level: Extremely Critical	Level of Complexity for Senior-Level: substantially visual material such as flowcharts); material contains high density of information appropriateness) and analysis of arguments and positions as to their validity, degree of bias and sufficiency of evidence

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Science (15)		Definition: Understand and apply the basic principles of physical, chemical, biological and earth sciences, understand and apply the scientific method, including formulating and stating hypotheses and evaluating them by experimentation or observation.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Not Critical	
CWF2		
CWF3	Criticality for Journeyman-Level:	Level of Complexity for Journeyman-Level:
CWF4		↔
CWF5	Critical	overpopulation, causes and effects of natural and human-induced hazards)
CWF6	Criticality for Senior-Level:	Level of Complexity for Senior-Level:
CWF7	Critical	overpopulation, causes and effects of natural and human-induced hazards)

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Self and Career Development (16)		Definition: Identify own work and career interests, strengths and limitations; pursue education, training, feedback or other opportunities for learning and development; manage, direct and monitor one's own learning and development.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Extremely Critical	↔ at regular intervals
CWF2		
CWF3	Criticality for Journeyman-Level:	Level of Complexity for Journeyman-Level:
CWF4		
CWF5	Extremely Critical	
CWF6		
CWF7	Criticality for Senior-Level:	Level of Complexity for Senior-Level:
	Extremely Critical	

JOINT SECURITY TRAINING CONSORTIUM

SKILL STANDARDS DEVELOPMENT PROJECT

Speaking (17)		Definition: Express ideas and facts orally in a clear and understandable manner that sustains listener attention and interest; tailor oral communications to the intended purpose and audience.
Relevant for: CWF1 CWF2 CWF3 CWF4 CWF5 CWF6 CWF7	Criticality for Entry-Level: <i>Critical</i>	Level of Complexity for Entry-Level: ↔
	Criticality for Journeyman-Level: <i>Extremely Critical</i>	Level of Complexity for Journeyman-Level:
	Criticality for Senior-Level: <i>Extremely Critical</i>	Level of Complexity for Senior-Level:

JOINT SECURITY TRAINING CONSORTIUM

SKILL STANDARDS DEVELOPMENT PROJECT

Stress Tolerance (18)		Definition: Demonstrate maturity, poise and restraint to cope with pressure, stress, criticism, setbacks, personal and work-related problems, etc. Maintain composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior even in very difficult situations. Accept criticism and deal calmly and effectively with high-stress situations.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Extremely Critical	↔
CWF2	Criticality for Journeyman-Level: Extremely Critical	Level of Complexity for Journeyman-Level:
CWF3		environment
CWF4		
CWF5		
CWF6	Criticality for Senior-Level: Extremely Critical	Level of Complexity for Senior-Level:
CWF7		environment

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Using Information and Communications Technology (19)		Definition: Select access and use necessary information, data, and communications-related technologies, such as basic personal computer applications, telecommunications equipment, Internet, electronic calculators, voice mail, email, facsimile machines and copying equipment to accomplish work activities.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Extremely Critical	↔
CWF2		available
CWF3		
CWF4	Criticality for Journeyman-Level:	Level of Complexity for Journeyman-Level:
CWF5		customized applications
CWF6		information on use of the technology is incomplete or not available
CWF7		
	Criticality for Senior-Level:	Level of Complexity for Senior-Level:
	Extremely Critical	available

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Using Interpersonal Skills (20)		Definition: Interact with others in ways that are friendly, courteous and tactful and that demonstrate respect for individual and cultural differences and for the attitudes and feelings of others.
Relevant for:	Criticality for Entry-Level:	Level of Complexity for Entry-Level:
CWF1	Extremely Critical	↔ are required
CWF2		awareness of or openness to social cues
CWF3	Criticality for Journeyman-Level:	Level of Complexity for Journeyman-Level:
CWF4	Extremely Critical	are required
CWF5		requiring some degree of tact, diplomacy, and awareness of and openness to social cues
CWF6		
CWF7	Criticality for Senior-Level:	Level of Complexity for Senior-Level:
	Extremely Critical	openness to social cues

JOINT SECURITY TRAINING CONSORTIUM

SKILL STANDARDS DEVELOPMENT PROJECT

Visual Observation (21)		Definition: Notice details and take in and recall incoming visual sensory information and use it to make predictions, comparisons and/or evaluations. Recognize differences or similarities, or sensing changes in circumstances or events; discern between relevant visual cues or information and irrelevant or distracting information.
Relevant for:	Criticality for Entry-Level: <i>Critical</i>	Level of Complexity for Entry-Level: ↔
CWF1		
CWF2		
CWF3	Criticality for Journeyman-Level:	Level of Complexity for Journeyman-Level:
CWF4		
CWF5	<i>Extremely Critical</i>	
CWF6		
CWF7	Criticality for Senior-Level: <i>Extremely Critical</i>	Level of Complexity for Senior-Level:

JOINT SECURITY TRAINING CONSORTIUM

SKILL STANDARDS DEVELOPMENT PROJECT

Working in Teams (22)		Definition: Work cooperatively and collaboratively with others to achieve goals by sharing or integrating ideas, knowledge, skills, information, support, resources, responsibility and recognition.
Relevant for:	Criticality for Entry-Level: <i>Critical</i>	Level of Complexity for Entry-Level: ↔
CWF1 CWF2		
CWF3 CWF4 CWF5 CWF6	Criticality for Journeyman-Level: <i>Extremely Critical</i>	Level of Complexity for Journeyman-Level:
CWF7	Criticality for Senior-Level: <i>Extremely Critical</i>	Level of Complexity for Senior-Level:

JOINT SECURITY TRAINING CONSORTIUM

SKILL STANDARDS DEVELOPMENT PROJECT

Writing (23)		Definition: Express ideas and information in written form clearly, succinctly, accurately, and in an organized manner; use English language conventions or spelling, punctuation, grammar, and sentence and paragraph structure; and tailor written communication to the intended purpose and audience.
Relevant for:	Criticality for Entry-Level: <i>Critical</i>	Level of Complexity for Entry-Level:
		↔ email)
		structure, and simple sentence construction
	Criticality for Journeyman-Level: <i>Extremely Critical</i>	Level of Complexity for Journeyman-Level:
		such as charts, graphs, figures, diagrams and maps)
		based on own review and on feedback from others
		complexities and discrepancies in the information; application of precise word choice and appropriate tense for clarity in communication and individual style
	Criticality for Senior-Level: <i>Extremely Critical</i>	Level of Complexity for Senior-Level:
		substantially visual products such as flowcharts)
		needs and concerns of audience and may create layout or format for product; revisions highlight individual voice and style meaning
		clarity in communication and style; anticipation of possible effects of writing on intended audience
		are used; author is aware of reader's possible preference for reasons, details, explanations, and examples

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Worker-Oriented Component of Skill Standards

Occupational and Technical Knowledge and Skills *describe the occupational and technical knowledge and skills needed to perform the critical work functions of the job.*

Note: In general, subject matter experts have determined that performance of a specific critical work function will require the application of, at least, one Occupational and Technical Knowledge and Skill. In order to determine which Occupational and Technical Knowledge and Skills is needed for which critical work function, one must look at the “Relevancy” column. This column identifies the critical work function(s) for which a specific Occupational and Technical Knowledge and Skill is applicable. However, it is also important to note that depending on the individual’s level (i.e., entry-level, journeyman-level, or senior-level), a specific Occupational and Technical Knowledge and Skills will vary in terms of criticality to the performance of a critical work function. Some are more critical (i.e., Need to know, Need to know where to go, Nice to know, Not needed) than others in the performance of a specific critical work function.

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

Complexity Scale

1 = LIMITED SKILL/KNOWLEDGE REQUIRED

- General familiarity or awareness of basic concepts or fundamentals, but little or no practical experience
- application of skill/knowledge is limited to highly routine, simple, and closely supervised situations with very low consequences of error
- roughly equivalent to the skill/knowledge level typically attained through indirect work experience (e.g., observation of others) or less than one month of direct application of this knowledge or skill

2 = BASIC SKILL/KNOWLEDGE REQUIRED

- application of skill/knowledge is limited to relatively routine situations with frequent assistance of others and/or close supervision, and somewhat low consequences of error
- roughly equivalent to the skill/knowledge level typically attained through one or two training or academic courses or 1 - 6 months of direct application or use of this knowledge or skill

3 = WORKING OR OPERATIONAL SKILL/KNOWLEDGE REQUIRED

- requires ability to independently apply skill/knowledge across a range of common applications to meet typical work requirements and having moderate consequences for error
- roughly equivalent to the skill/knowledge level typically attained through multiple training courses or a two-year or technical school degree, or 6 – 24 months of direct application or use of this knowledge or skill

4 = ADVANCED SKILL/KNOWLEDGE REQUIRED

- requires ability to independently apply skill/knowledge in moderately complex, difficult, or stressful situations or situations with moderately high consequences for error
- requires the ability to assist others in the application of this skill/knowledge
- roughly equivalent to the skill/knowledge level typically attained through extensive specialized training or education or an undergraduate degree or major, or at least two years of direct application or use of this knowledge or skill

5 = EXPERT/MASTER SKILL/KNOWLEDGE REQUIRED

- requires ability to independently apply skill/knowledge in the most complex, difficult, novel, stressful, or unexpected situations, or situations with high consequences for error
- requires the ability to supervise or lead others in the application of this skill/knowledge
- roughly equivalent to the skill/knowledge level typically attained through a combination of extensive specialized training or education and an advanced or graduate degree, or at least five years of direct application or use of this knowledge or skill.

JOINT SECURITY TRAINING CONSORTIUM SKILL STANDARDS DEVELOPMENT PROJECT

<i>Complexity</i>			<i>Relevancy</i>	<i>Specific Knowledge and Skills</i>
<i>Entry-Level</i>	<i>Journeyman-Level</i>	<i>Senior-Level</i>		
BASIC	ADVANCED	EXPERT	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_1: Laws, regulations, concepts, principles, and technology related to physical security including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ Interpretation of legal documents ⇔ research processes and procedures ⇔ principles for determining physical security measures to support mission ⇔ principles for integrating physical security protocols to ensure appropriate level of protection ⇔ deviation, waiver, and/or exception concept ⇔ establishing location boundaries ⇔ concept of Continuity of Government (COG) oversight ⇔ Concept of operations (CONOP) for the specific site and/or mission regarding protective forces needed for operational personnel
BASIC	ADVANCED	EXPERT	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_2: Developments and advances in security systems, methods, equipment, and techniques including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ security equipments, operations, and sources of options ⇔ evaluation of commercially available integrated systems ⇔ principles for establishing technical standards (e.g., STC-TEMPEST) ⇔ principles for defining technical security measures (e.g., IDS, CCTV, Guard Access Control) ⇔ concept of protection levels ⇔ technology types, levels and applications ⇔ C3I requirements (e.g., elements of facility construction and limitations, types of systems/equipment required) ⇔ development of plans and procedures to operate physical security-related systems ⇔ procedures for establishing a “3 level” (i.e., telephone, radio, RF) communication system ⇔ principles for establishing training and maintenance requirements to manage security system sustainability

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<i>Complexity</i>			<i>Relevancy</i>	<i>Specific Knowledge and Skills</i>
<i>Entry-Level</i>	<i>Journeyman-Level</i>	<i>Senior-Level</i>		
BASIC	ADVANCED	EXPERT	CWF1, CWF3, CWF4,CWF5, CWF6	<p>OTKS_3: Physical security regulations and procedures required to protect mission essential areas including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ principles for establishing operations/mission of special security areas ⇔ unique operational requirements of special security areas ⇔ principles for establishing inspection and certification processes associated with special security areas
BASIC	WORKING	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	OTKS_4: Interview and elicitation techniques
BASIC	ADVANCED	EXPERT	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_5: Physical security survey/inspection and technical site survey inspection techniques including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ physical security regulations for initiating inspections, assessments, and/or reviews ⇔ concepts, principles, and methods for determining effectiveness of security measures, operability, and performance testing ⇔ use and interpretation of analytical and software system data to evaluate and model facility security system

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<i>Complexity</i>			<i>Relevancy</i>	<i>Specific Knowledge and Skills</i>
<i>Entry-Level</i>	<i>Journeyman-Level</i>	<i>Senior-Level</i>		
BASIC	ADVANCED	EXPERT	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_6: Multi-layered security systems involving access controls, barriers, protection devices, monitoring equipment, security forces, and intrusion detection equipment including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ barrier types, their protective capabilities, and security effectiveness ⇔ types of lighting, protective levels relative to lumens available, and power sources ⇔ concepts and principles of time and distance factors (i.e., deny, delay) ⇔ layered defense concept ⇔ procedures for employing/deploying IDS/surveillance equipment to facilitate detection and response based on layered defense concept ⇔ equipment, processes, and physical security measures to control access (technology integration) ⇔ authorized access to specific areas versus general access ⇔ use of monitoring and detection systems (e.g., IDS and CCTV)
BASIC	WORKING	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_7: Methods for effective presentation of physical security and law enforcement data including, but not limited to:</p>
BASIC	ADVANCED	EXPERT	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_8: Risk analysis and vulnerability assessment techniques including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ principles and methods for assessing vulnerabilities ⇔ principles and methods for identifying and verifying physical security threats ⇔ principles and methods for assessing threats against physical security vulnerabilities ⇔ principles and methods for evaluating threat and intelligence information

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<i>Complexity</i>			<i>Relevancy</i>	<i>Specific Knowledge and Skills</i>
<i>Entry-Level</i>	<i>Journeyman-Level</i>	<i>Senior-Level</i>		
BASIC	WORKING	ADVANCED	CWF4, CWF5	OTKS_9: Concepts, practices, and principles associated with recovery/restoration programs
BASIC	ADVANCED	EXPERT	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	OTKS_10: Development, preparation, and execution of physical security policies and procedures
BASIC	WORKING	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	OTKS_11: Concepts, principles, and practices related to crime prevention including, but not limited to: <ul style="list-style-type: none"> ⇔ crime prevention, property, and inventory control and how to develop security plans associated with them ⇔ methods for analyzing crime trends and statistical data
BASIC	ADVANCED	EXPERT	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6	OTKS_12: Development, preparation, and execution of physical security plans including, but not limited to: <ul style="list-style-type: none"> ⇔ operational impacts on physical security measures (e.g., sizing security areas against operational parameters and physical security requirements) ⇔ relationship between the logistical, operational, and mission-driven requirements of location and security protection measures ⇔ principles for developing and implementing response plans ⇔ COOP plans to specifically include capabilities and respective limitations ⇔ principles of how to determine level of command, control, communications, computer, and intelligence based on operational goals and objectives ⇔ program evaluation principles (e.g., collect data, define physical security parameters, acknowledge problems, advise corrections, and evaluate programs) ⇔ installation mobilization/deployment contingency plans, regulations, and procedures

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<i>Complexity</i>			<i>Relevancy</i>	<i>Specific Knowledge and Skills</i>
<i>Entry-Level</i>	<i>Journeyman-Level</i>	<i>Senior-Level</i>		
BASIC	WORKING	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_13: Laws, regulations, concepts, principles, practices, and technology related to law enforcement operations including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ local, state, federal legal requirements and standards (including their implications on authority and jurisdictional limitations) ⇔ arrest powers and areas of cognizance ⇔ law and policies relative to arrest, detention, search, inspection, and use of force ⇔ local restrictions ⇔ laws and techniques of search, seizure, and the use of force ⇔ civil rights of individuals and the rights of suspects ⇔ laws, regulations, and procedures pertaining to the collection, preservation, and accountability of evidence ⇔ security concepts and procedures for vehicle movements and parking (e.g., traffic flow patterns, traffic control devices)
BASIC	WORKING	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_14: Laws, regulations, concepts, principles, practices, and technology related to security guard operations including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ principles associated with determining fixed posts and roving patrol needs, deployment, and response techniques, tactics and strategies ⇔ writing post and patrol orders ⇔ principles associated with determining and using individual and team guard force equipment ⇔ applying First Aid and CPR ⇔ using assigned weapons and intermediate force equipment (e.g., chemical, baton, handcuffs) ⇔ recognizing and handling "abnormal" persons ⇔ using the Incident Command System ⇔ report writing procedures ⇔ state uniform wear law

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<i>Complexity</i>			<i>Relevancy</i>	<i>Specific Knowledge and Skills</i>
<i>Entry-Level</i>	<i>Journeyman-Level</i>	<i>Senior-Level</i>		
LIMITED	WORKING	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	OTKS_15: Chemical, biological, radiological, nuclear, and explosive (CBRNE) and HAZMAT standards, requirements, and techniques including appropriate response protocols
BASIC	WORKING	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6	OTKS_16: Conventional arms, ammunition, and explosives security standards, requirements, and techniques including, but not limited to: <ul style="list-style-type: none"> ⇔ principles for determining threat of arms, ammunition, and explosives ⇔ protection levels needed for specific weapons and ammunitions (including construction standards for building armory) ⇔ concept of sympathetic detonation and protection measures available for use
LIMITED	WORKING	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	OTKS_17: Civil disturbance operations and emergency planning including, but not limited to: <ul style="list-style-type: none"> ⇔ principles for developing a resource plan and other aspects needed to provide emergency response ⇔ principles for developing and establishing emergency plans (including training as to what responses are appropriate) ⇔ principles for establishing security evacuation procedures (including related protections needed when outside the evacuated area) ⇔ principles for developing an internal emergency response plan ⇔ principles for coordinating with functional experts (e.g., fire department, medical, HAZMAT, outside agencies) to determine executability and applicability of existing bomb threat plans ⇔ principles for establishing procedures to reduce/minimize mass-casualty producing events

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<i>Entry-Level</i>	<i>Journeyman-Level</i>	<i>Senior-Level</i>		
BASIC	ADVANCED	EXPERT	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	OTKS_19: Combating terrorism techniques including determining threat conditions, assessment of risks, and development of countermeasures
BASIC	ADVANCED	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	OTKS_20: Principles for designing buildings and posts to address terrorist threat
LIMITED	ADVANCED	ADVANCED	CWF2, CWF3, CWF6	OTKS_21: Design of exercises to test security force effectiveness
BASIC	WORKING	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	OTKS_22: Laws and regulations governing the release of information (e.g., FOIA, Privacy Act)
BASIC	ADVANCED	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	OTKS_23: Information, personnel, technical, industrial, operations, and information systems security requirements as related to physical security

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<i>Entry-Level</i>	<i>Journeyman-Level</i>	<i>Senior-Level</i>		
BASIC	ADVANCED	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_24: Engineering terminology and methods pertaining to construction, barriers, space utilization, electrical schematics, and blueprints for facility and protective system design including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ using maps and geographical coordinate systems ⇔ relationship between construction materials/structures and security protection measures ⇔ reading blueprints and schematics ⇔ protective engineering designs and standards ⇔ applying internal control techniques, to include use of environmental and building design features ⇔ interpreting design and engineering documents
LIMITED	WORKING	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_25: Security investigation methods and techniques including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ methods for analyzing security incident trends and statistical data
LIMITED	WORKING	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_26: Contracting, procurement, acquisition and technical proposal evaluations related to physical security including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ elements of statements of work (SOW) ⇔ physical security impact of constraints from agreements ⇔ contract administration guidelines and principles ⇔ procedures for evaluating the physical security dimensions of MOUs and MOAs

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BASIC	ADVANCED	ADVANCED	CWF1, CWF4, CWF5, CWF6	<p>OTKS_27: Regulations governing the security of special security operations and/or areas including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ protective characteristics and functions of specialized shelter/bunker ⇔ requirements for use of vaults and containers ⇔ principles for coordinating movement of assets and associated levels of protections (including applicable guidelines and procedures) ⇔ principles for determining/analyzing how required courier/escort services will be executed
BASIC	WORKING	WORKING	CWF1	OTKS_28: Property and supply accountability directives, regulations and procedures
BASIC	WORKING	ADVANCED	CWF4	OTKS_29: Regulations and procedures related to controlled cryptographic gear and items
LIMITED	WORKING	ADVANCED	CWF3, CWF7	<p>OTKS_30: Protocols for evaluating, coordinating, and implementing physical security training and instruction including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ determining training needs, methodologies, and how to conduct appropriate training ⇔ principles for identifying individual skill sets, previous training, experience, and education to perform associated tasks ⇔ principles for identifying training agenda, scope, material, and how to determine outcomes

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LIMITED	WORKING	EXPERT	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_31: Physical security funding, manpower requirements, and budgeting programs including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ principles for determining manpower requirements ⇔ principles for analyzing costs and benefits associated with physical security options ⇔ principles for determining priority to meet identified requirements ⇔ principles for determining manpower utilization ⇔ principles for identifying available resources, how to obtain resources, and how to determine scope of resource needs based on mission and directives ⇔ financial management principles (e.g., budget management and control; cost and benefit analysis) ⇔ principles for conducting A-76 studies (e.g., comparing govt. and contract work) and how it relates to govt. jobs and costs
BASIC	ADVANCED	ADVANCED	CWF1, CWF2 CWF3, CWF4, CWF5, CWF6, CWF7	<p>OTKS_32: Federal, state, and local emergency management organizations and procedures including, but not limited to:</p> <ul style="list-style-type: none"> ⇔ emergency services and how to determine physical security significance of service constraints ⇔ local agencies, their capabilities, and response characteristics ⇔ internal/external service capabilities ⇔ concurrent agreements ⇔ principles for establishing alert call list

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SKILL STANDARDS DEVELOPMENT PROJECT**

<i>Complexity</i>			<i>Relevancy</i>	<i>Specific Knowledge and Skills</i>
<i>Entry-Level</i>	<i>Journeyman-Level</i>	<i>Senior-Level</i>		
BASIC	WORKING	ADVANCED	CWF1, CWF3, CWF4, CWF5, CWF6	OTKS_33: National fire prevention codes applicable to physical security including, but not limited to: <ul style="list-style-type: none"> ⇔ applying basic NFPA life safety standards and other code requirements relating to physical security ⇔ basic fire behavior principles
LIMITED	WORKING	WORKING	CWF6	OTKS_41: K9 concepts, procedures, and guidelines